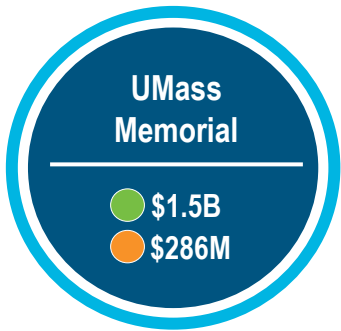


 **\$2.2 Billion**
Operating Revenue

 **\$868 Million**
Net Assets

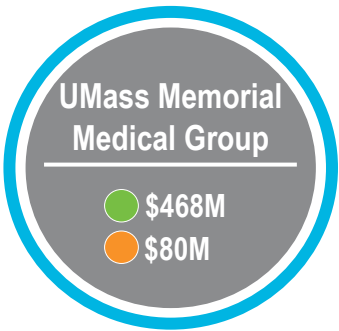
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans

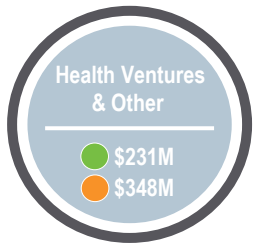
Not applicable

OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating  **(\$317M)**
Eliminations:  **(\$64M)**

At a Glance

UMass Memorial Health Care, Inc. is an integrated organization that provides health care services throughout Massachusetts.

4 
Acute Hospitals

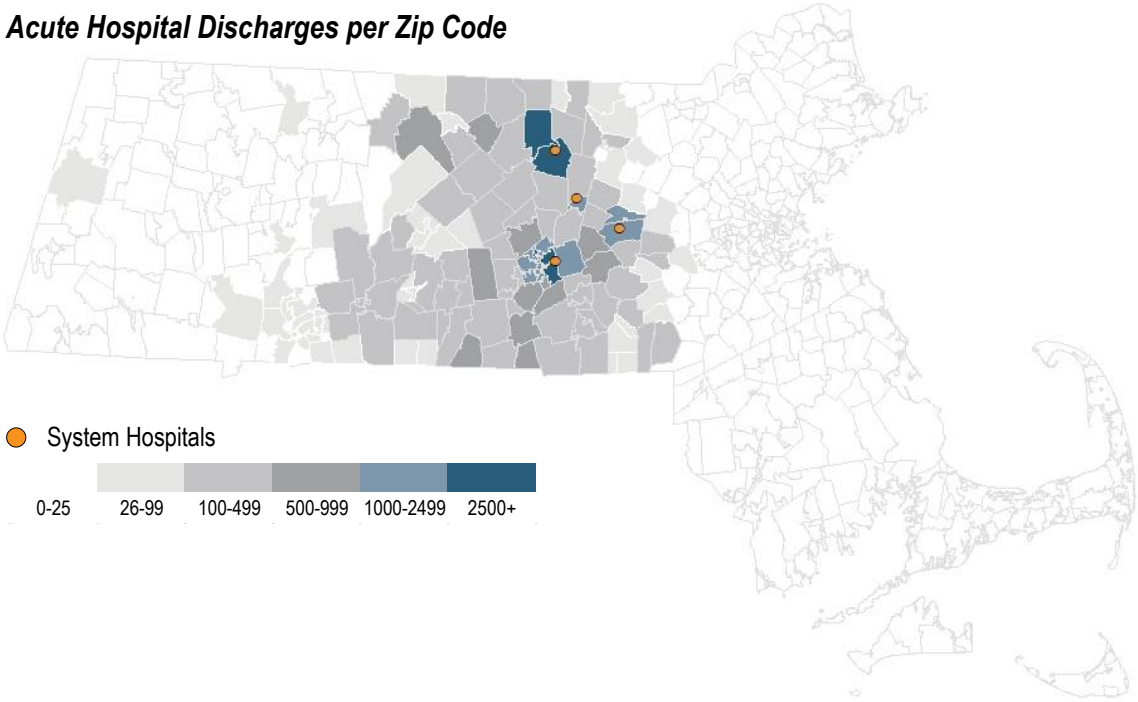
12K
Employees
(Approximately)

\$47M
Total Profit/Loss

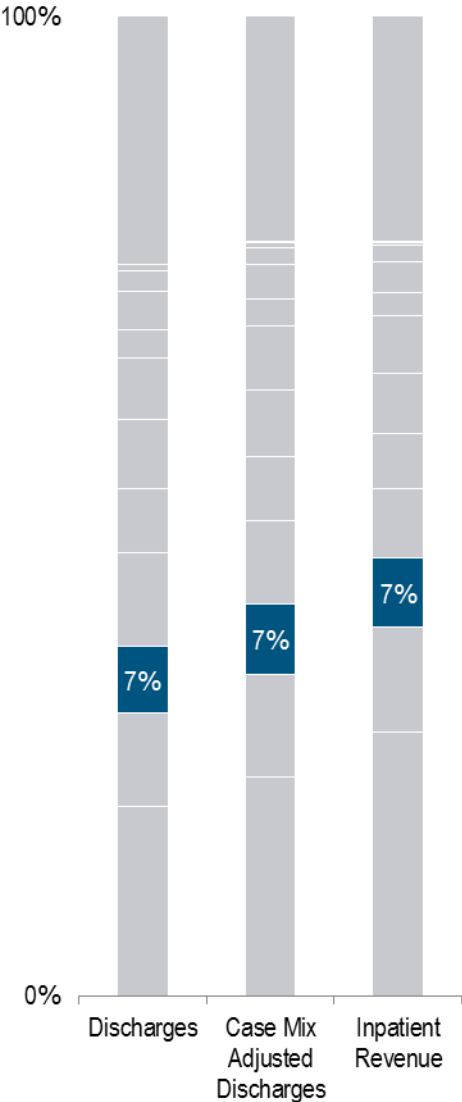
2.1%
Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	Clinton Hospital	(\$1.2)	-4.6%
AH	HealthAlliance Hospital	\$7.0	4.2%
AH	Marlborough Hospital	\$4.6	5.7%
AH	UMass Memorial Medical Center	\$60.1	3.9%
PO	UMass Memorial Medical Group	(\$23.5)	-5.0%

AH Acute Hospital Discharges per Zip Code



AH System's Percentage of all Massachusetts Acute Hospital...



PO Physician Organization Alternative Payment Adoption

